

U. S. Army Soldier Support Institute



**Reception, Replacement, Return-to-Duty,
Rest and Recuperation, Redeployment (R5)
Operations**



R5 OPERATIONS MANAGEMENT MISSION

R5 operations manages or administers the HR support activities of tracking and coordinating the movement of Soldiers into, through, or out of a theater during reception, replacement, return-to-duty, rest and recuperation, and redeployment operations. Activities include the personnel accountability of transiting Soldiers; planning, coordinating and executing R5 activities and centers to process transiting Soldiers; maintaining personnel accountability throughout, from designated points of origin (APOD/APOE) to final destination; and coordinating critical life support requirements while in transit as determined by METT-TC.

Historical Perspective

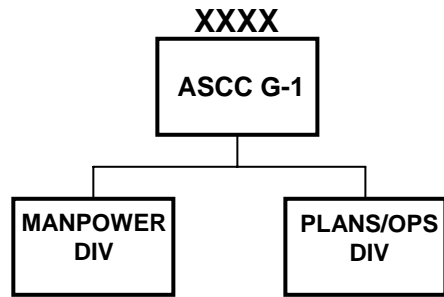
Operation Iraqi Freedom Lesson Learned

Observation: Theater R5 operations encompass much more than just RSOI, PASR and Title X functions for Soldiers entering or exiting the AOR. The complexities and realities of Joint, Coalition, interagency and contractor personnel operations require HR managers to train and maintain proficiency on these unique R5 TTPs.

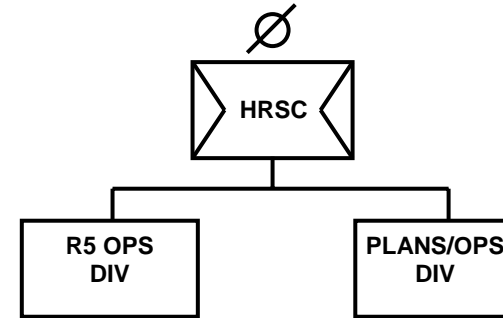
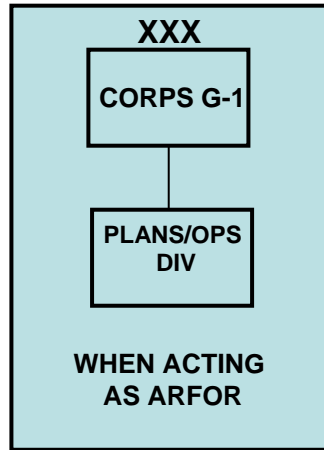
ACofS, G1, III Corps

R5 CORE COMPETENCY

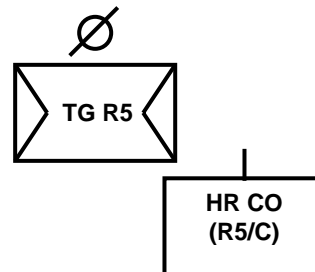
ROLES AND RESPONSIBILITIES



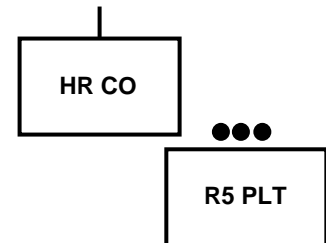
- MANAGE THEATER R5 SYSTEM
- DEVELOP R5 POLICY
- ENSURE SUFFICIENT R5 FORCE STRUCTURE AVAILABLE
- INITIATE R&R POLICY
- ESTABLISH THEATER REPLACEMENT SHELF (IF AVAILABLE)
- DETERMINE CIVILIAN REPORTING POLICY



- DETERMINE R5 STRUCTURE REQUIRED TO SUPPORT THEATER MSN
- PROVIDE R5 TECHNICAL GUIDANCE
- DETERMINE INTER/INTRA THEATER APOD LOCATIONS
- ANALYZE, MONITOR, PREDICT FLOW RATES
- DISTRIBUTE R5 TEAMs/PLTs/HR Cos (R5)



- ESTABLISH TG R5 CENTER (INTER-THEATER APOD)
- CONDUCT PERSONNEL ACCOUNTING
- COORDINATE W/JOINT AND SUSTAINMENT NODES FOR SUPPORT
- COORDINATE ONWARD MOVEMENT
- COORDINATE TRANSIENT BILLETING
- EXECUTE REPLACEMENT GUIDANCE (AS NEEDED)
- INTEGRATE DTAS DATA



- ESTABLISH INTRA-THEATER APOD R5 OPNS
- CONDUCT PERSONNEL ACCOUNTING
- COORDINATE ONWARD MOVEMENT
- INTEGRATE DTAS DATA

AGENDA

- Principles of R5 Operations Management
- R5 Critical Requirements
- R5 Structure
 - Theater Gateway R5 Center
 - HR Company (R5-C)
 - R5 Platoon
- R5 Rules of Allocation
- R5 Flow in a Deployed Theater
- R5 Operations Management Responsibilities
- Arrival/Departure Airfield Control Group (A/DACG) R5 Team Tasks
- Theater Gateway R5 Center (Inbound, Outbound, APOE/APOD)

Principles of R5 Operations Management (1 of 2)

- **Reception** is the initial support, coordination, and management provided at the port of debarkation (APOD/SPOD) as part of the RSOI process. It includes the physical reception and accountability of all forces entering the AOR.
- **Replacement** Operations include:
 - Individual Replacements
 - Casualty Shelf Replacements (when executed)
 - Filler Shelf Replacements (when executed)
 - Non-unit Related Personnel
 - Unit Replacements (when executed)

Principles of R5 Operations Management (2 of 2)

- **Return to Duty** – R5 units serve as the conduit for Soldiers and civilians returning to duty from hospitals
- **Rest and Recuperation** – Rest and Recuperation (R&R) is a program that provides Soldiers and units an opportunity to rest and recuperate at a secure location outside the operational area
- **Redeployment** – Redeployment operations manages the personnel accounting of personnel as they transit from theater to home station

R5 Critical Requirements

Soldier Readiness Processing (SRP)

- Commanders/CRCs ensure Soldiers and civilians meet all deployment processing requirement standards set by Army G-1.
- Anticipate spikes of 10% - 15% non-available Soldiers as actual deployment date draws nearer.
- R5 organizations are not responsible for this process – SRP is S-1/G-1 business which effects the execution of deployed R5 operations

PASR

- R5 units report arrivals and departures to the theater database
- R5 units must be prepared to manually enter individuals into the theater database without a CAC for automated swiping at APOD.

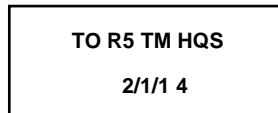
Logistical Support

- Transportation and equipment support are critical to R5 operations.
- R5 units coordinate with supporting Sustainment units for these logistic functions.

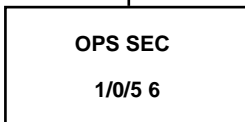
THEATER GATEWAY (TG) R5 CENTER SUSTAINMENT BDE w/THEATER OPENING MSN

THEATER GATEWAY (TG) R5 TEAM

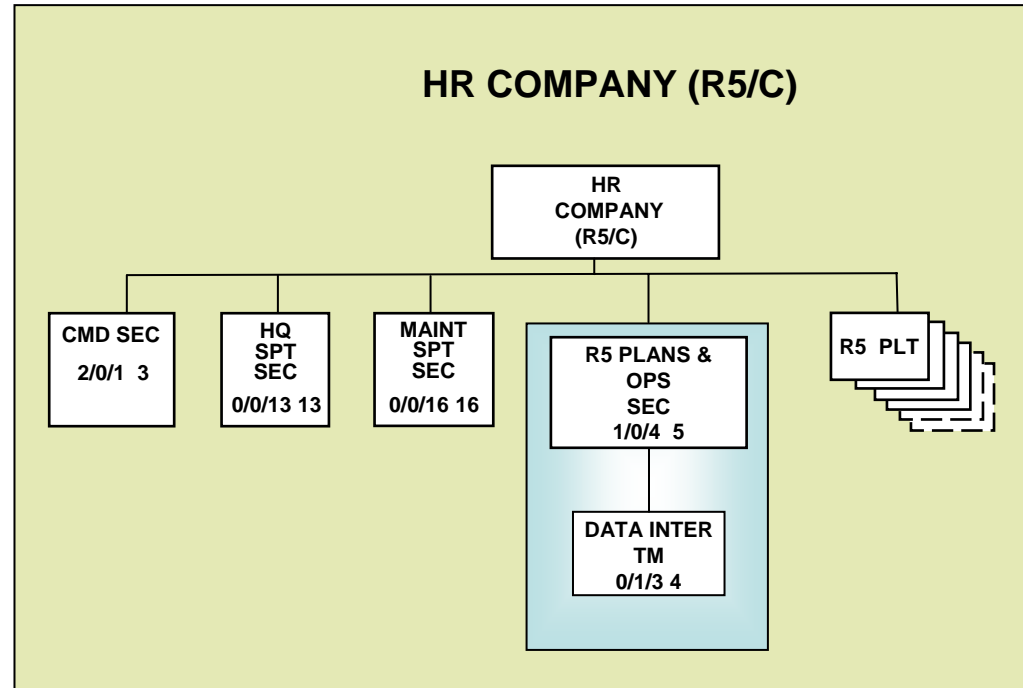
3/1/6 10



O5 42B DIRECTOR
O4 42B DEP DIRECTOR
W3 420A PER TECH
E9 42A TM SGM



O3 42B OPS CHIEF
E7 42A NCOIC
E7 88N TRANS NCOIC
E5 88N TRANS NCO
E5 42AF5 HR SGT
E4 42AF5 HR SPC

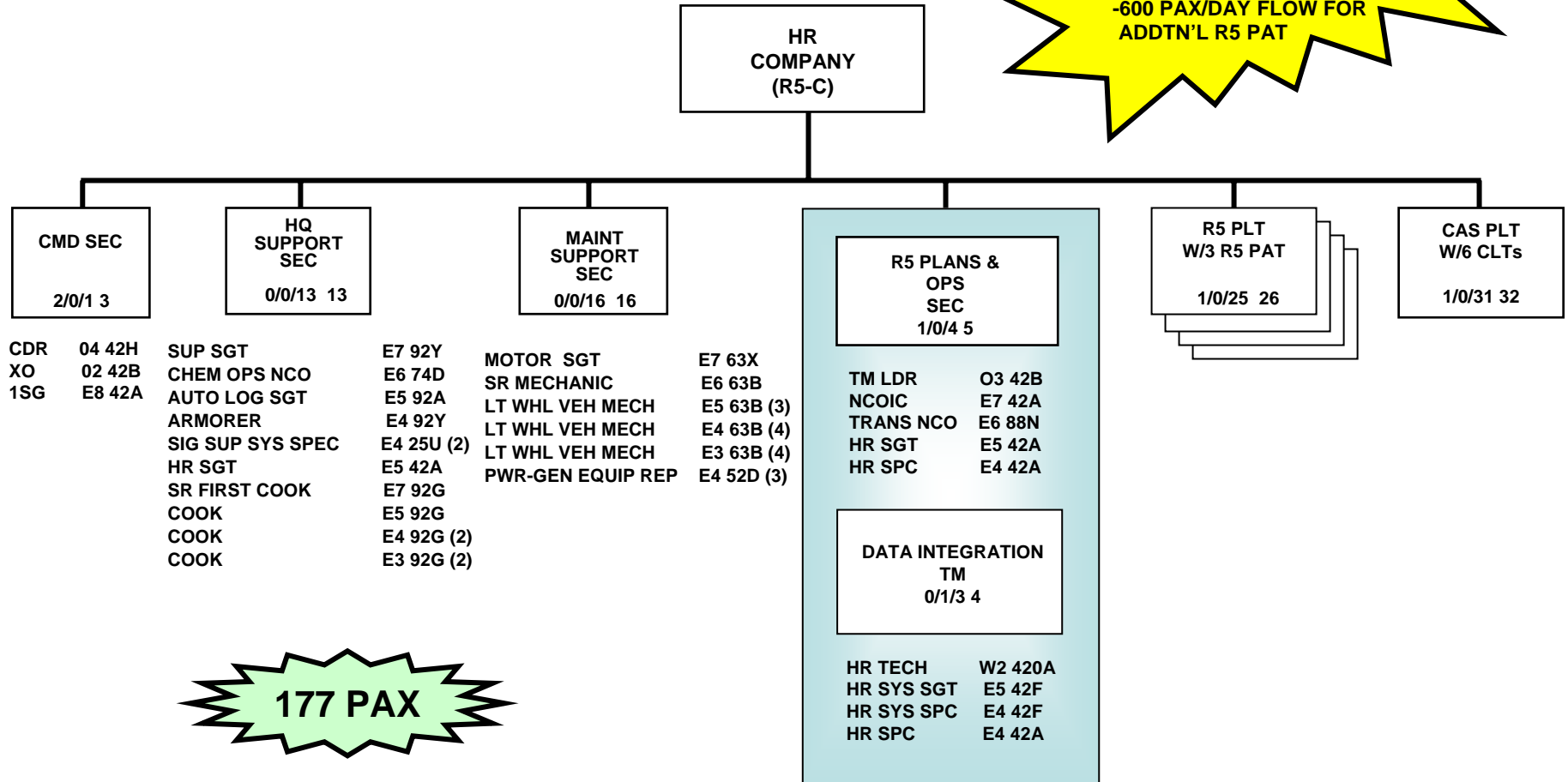


**CURRENTLY LABELLED:
PERSONNEL PROCESSING CENTER
IN CFLCC-FWD**

HR COMPANY (R5-C)

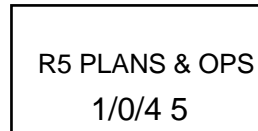
(INTER-THEATER R5 TG CENTER)

-CASUALTY PLT TO'd AWAY
-R5 PLTS ROA 4/TG R5 CNTR
-R5 PAT ROA 2 OR 3/PLT
-12 R5 PAT TO A TG R5 CNTR
-600 PAX/DAY FLOW FOR
ADDTN'L R5 PAT

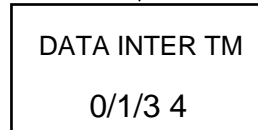


R5 PLANS AND OPS (P&O) TEAM

1/1/7 9

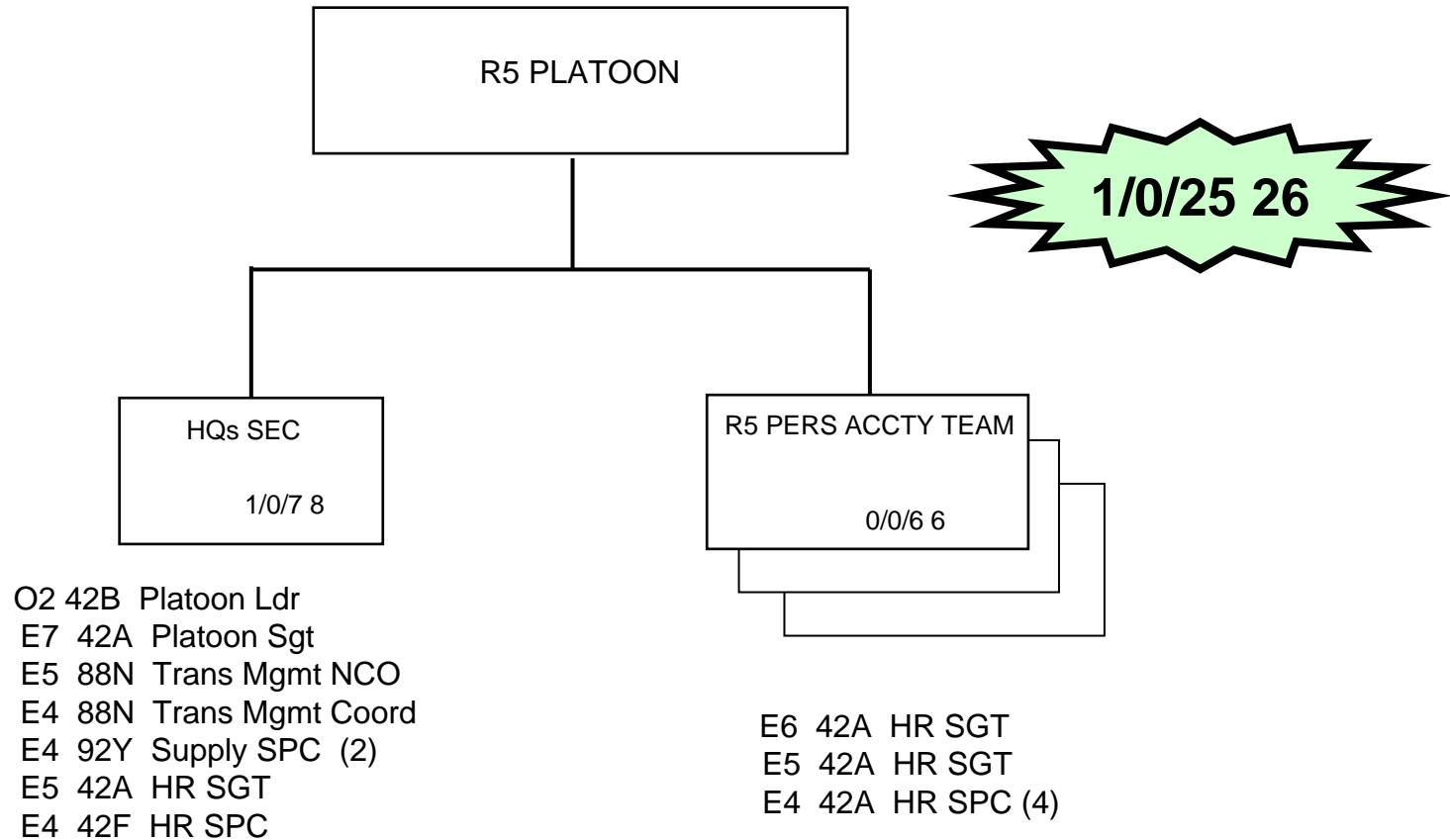


HR OFF O3 42B
NCOIC E7 42A
TRANS NCO E6 88N
HR SGT E5 42A
HR SPC E4 42A



HR WO W2 420A
HR SGT E5 42F
HR SPC E4 42F
HR SPC E4 42A

R5 PLATOON



R5 RULES OF ALLOCATION

SRC 12 R5 STRUCTURES

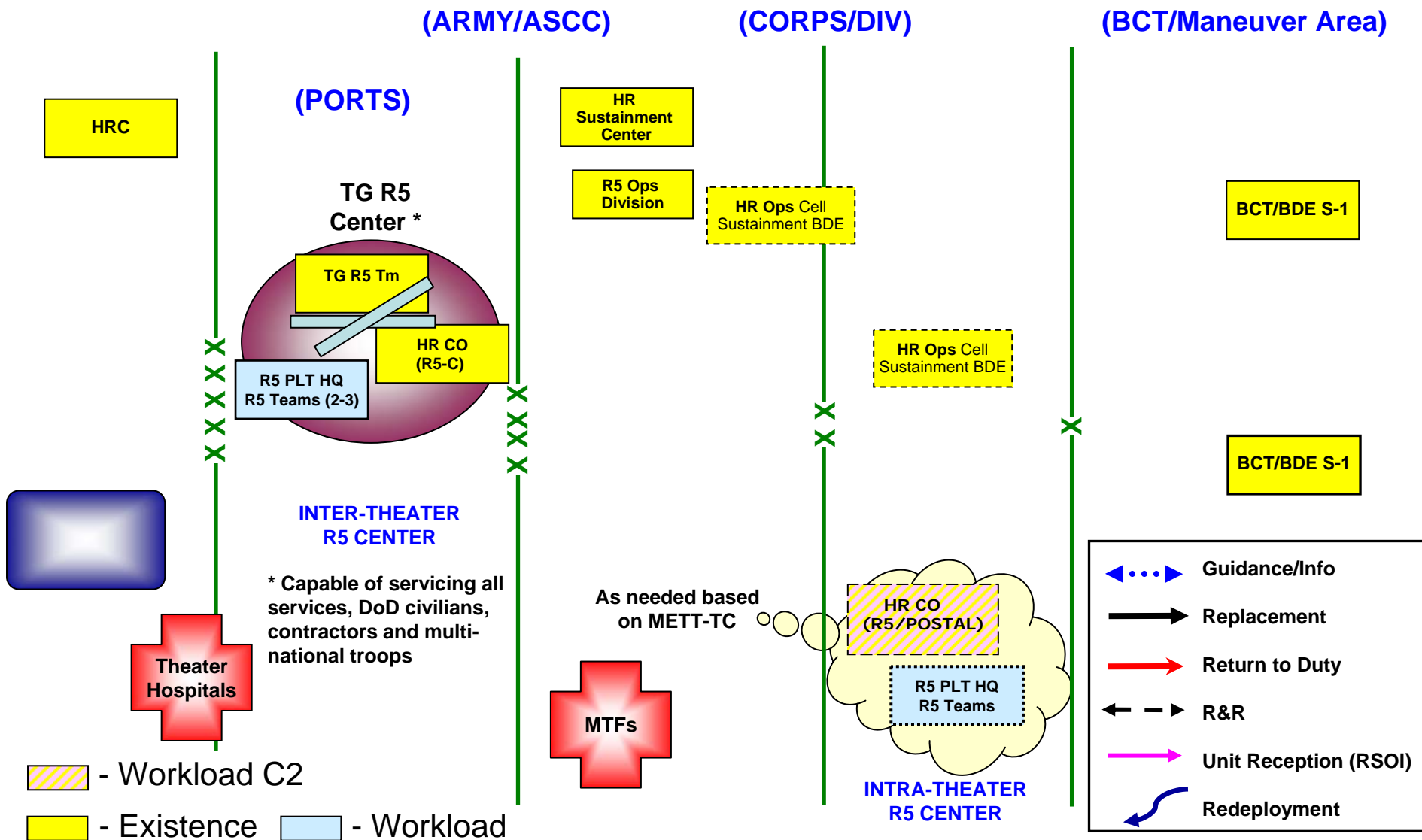
- TG R5 TM
 - 1 PER THEATER OPENING MODULE
 - 1 PER THEATER APOD GREATER THAN 1
- HR COMPANY HQs (R5)
 - 1 PER TG R5 TM
 - 1 PER 2-6 PLATOONS BEYOND TG R5 CENTER
- HR COMPANY PLANS AND OPS TM
 - 1 PER TG R5 TM
 - 1 PER HR COMPANY W/1 R5 PLT (BEYOND HR CO SUPPORTING TG R5 TM)
- R5 PLATOON HQs
 - 4 PER TG R5 TM
 - 1 PER 2 R5 PAT_m BEYOND TG R5 TM SUPPORT
- R5 PERSONNEL ACCOUNTING TM (R5 PAT_m)
 - 12 PER TG R5 TM
 - 1 PER DAILY PAX FLOW OF 600

R5 STRUCTURE ALLOCATIONS

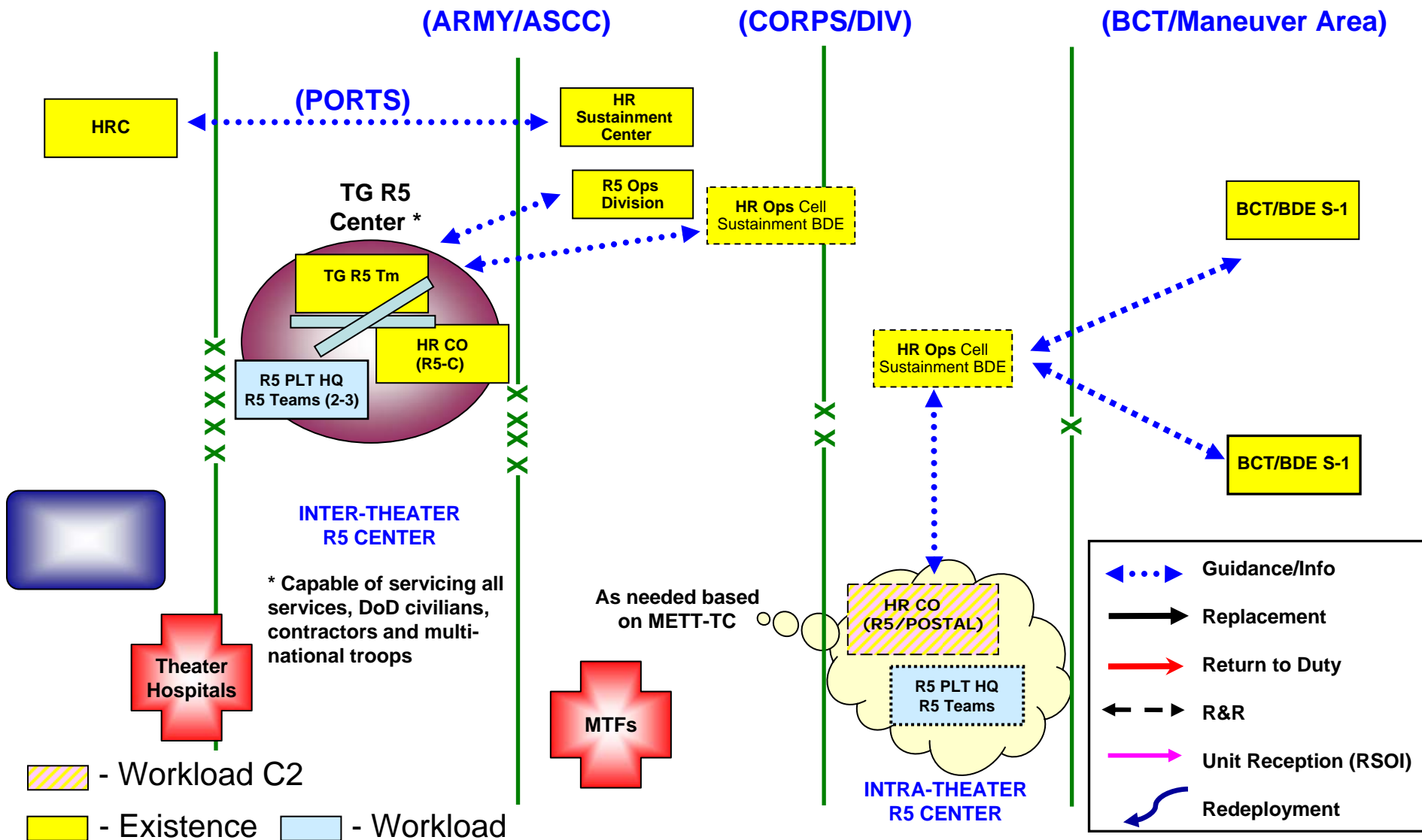
BY COMPONENT, TAA 08-13

UNIT	COMPO 1 (AC)		COMPO 2 (ARNG)		COMPO 3 (USAR)		TOTAL UNITS
	# UNITS	PAX/UNIT	# UNITS	PAX/UNIT	# UNITS	PAX/UNIT	
HRSC	2	83	0	0	2	83	4
TG R5 TM	2	10	1	10	2	10	5
HR CO HQs	5	32	2	32	15	32	22
R5 PL/OPS TM	3	9	2	9	3	9	8
R5 PLT HQ	9	8	2	8	9	8	20
R5 PA TM	28	6	8	6	26	6	62

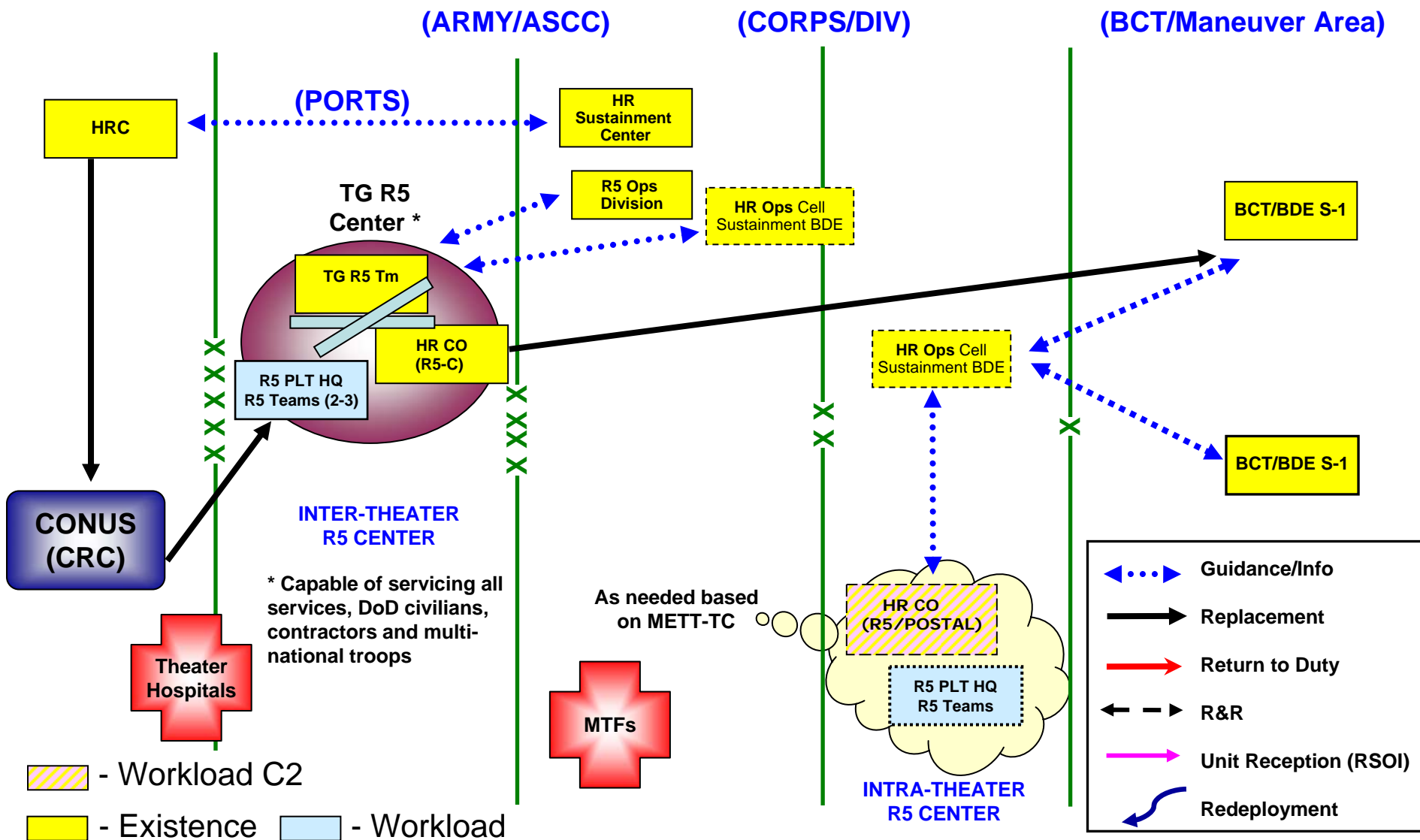
R5 FLOW IN DEPLOYED THEATER (1 of 7)



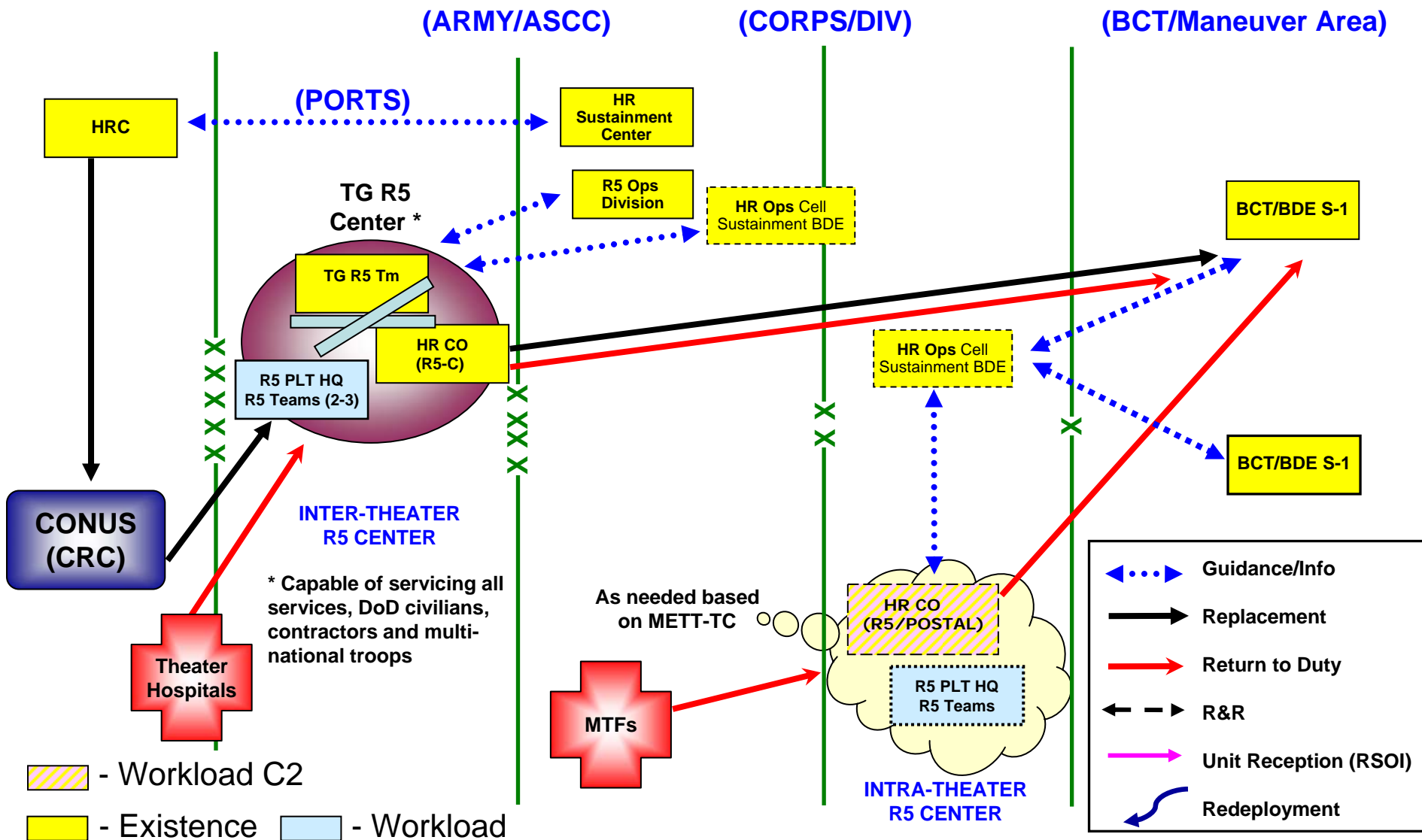
R5 FLOW IN DEPLOYED THEATER (2 of 7)



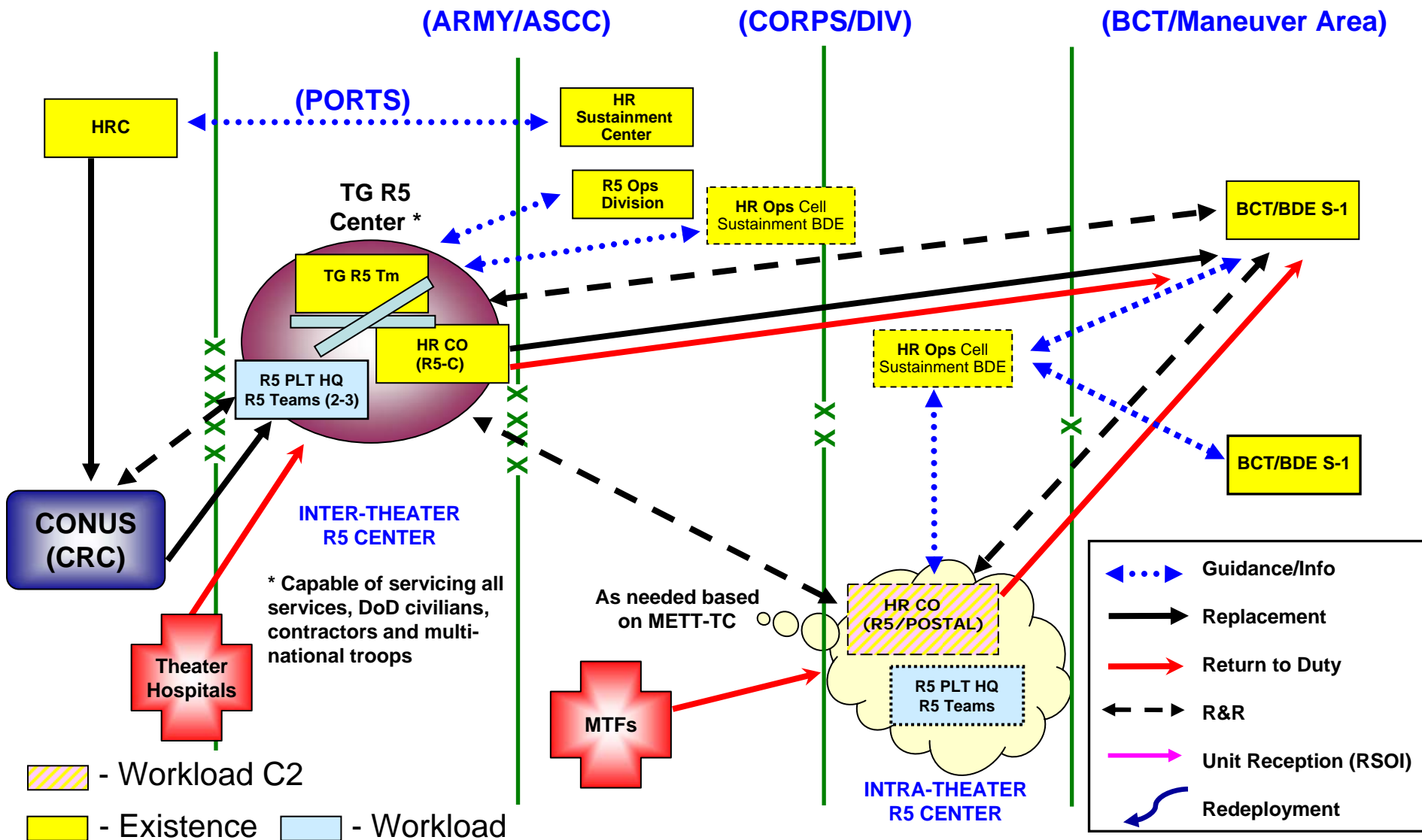
R5 FLOW IN DEPLOYED THEATER (3 of 7)



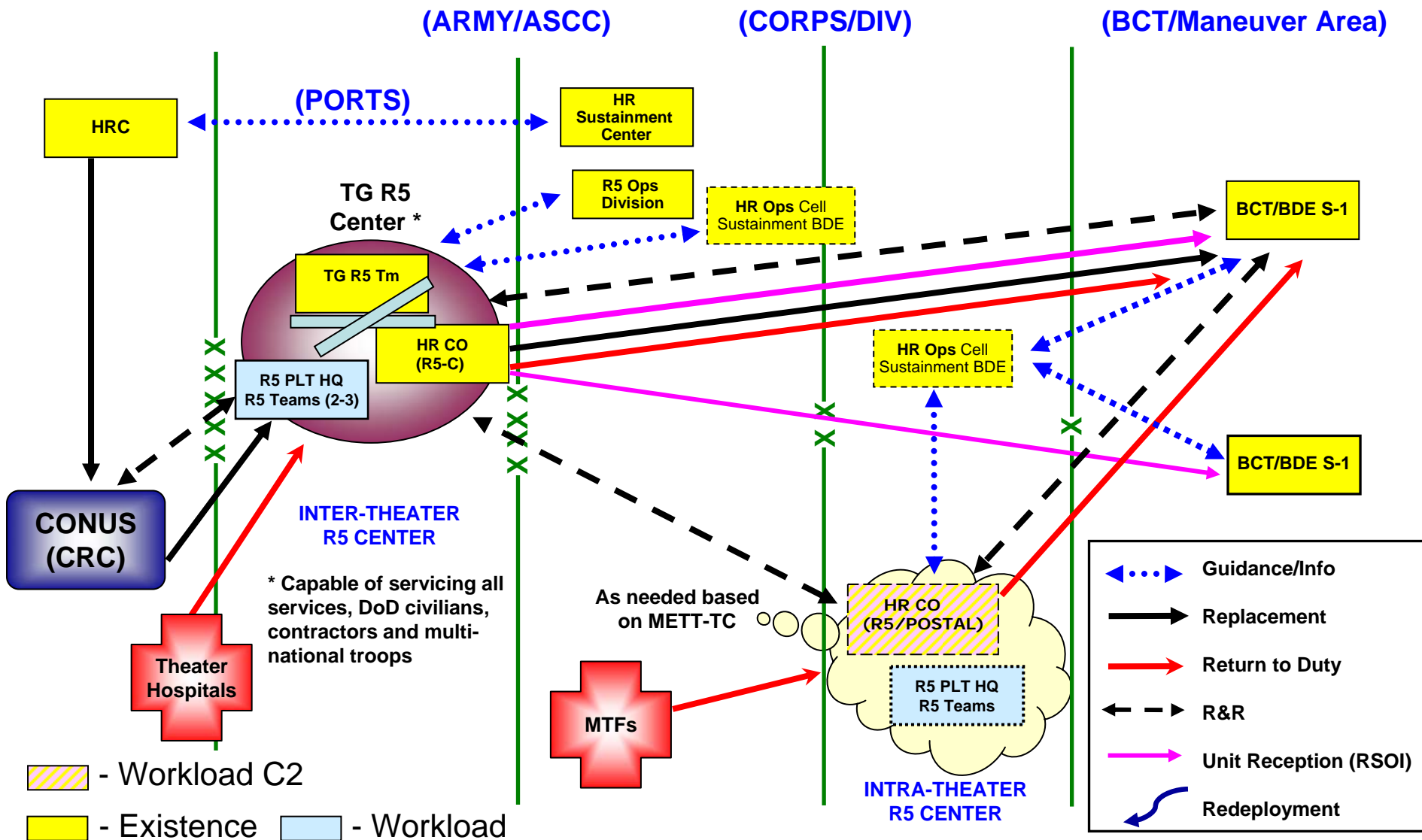
R5 FLOW IN DEPLOYED THEATER (4 of 7)



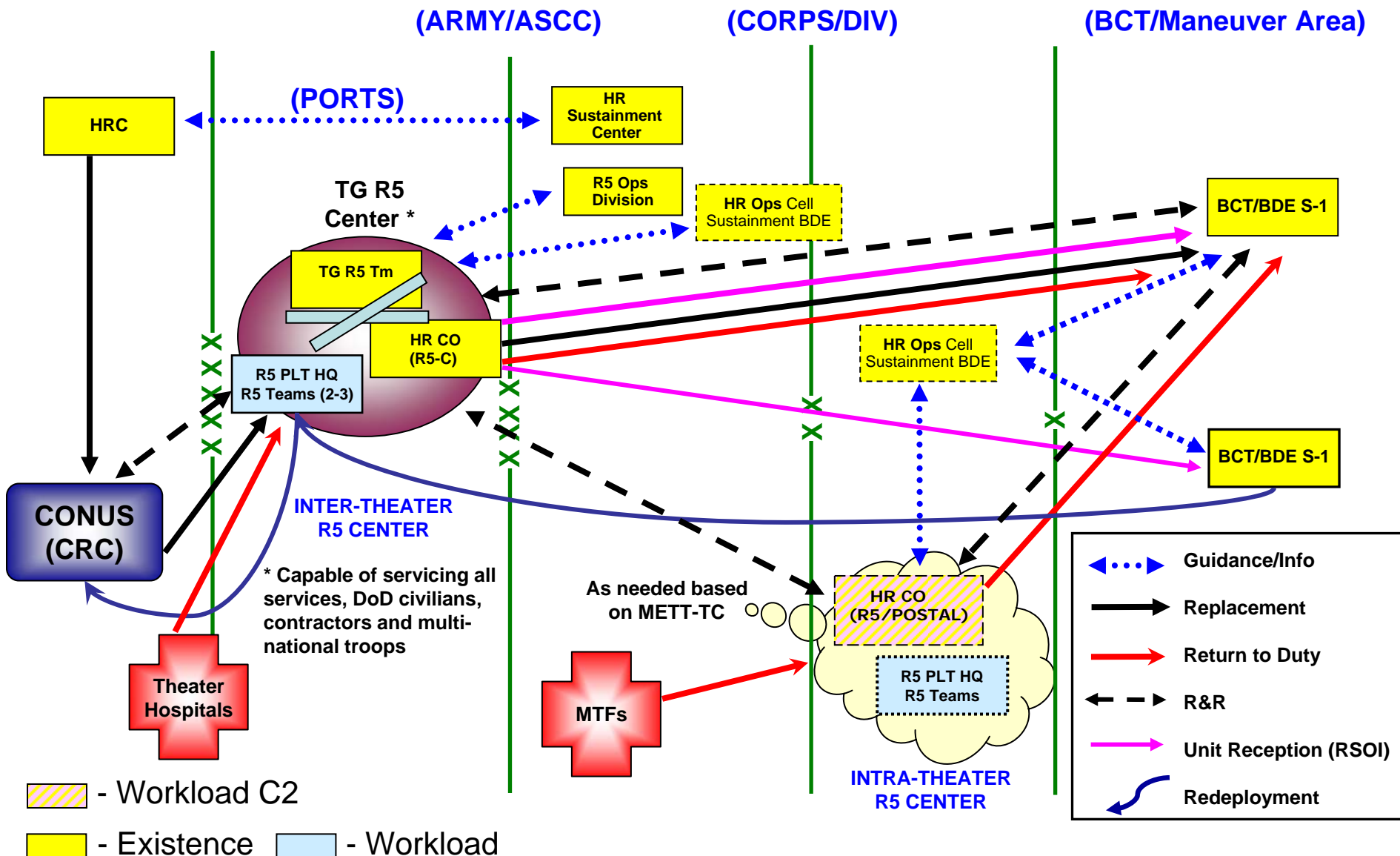
R5 FLOW IN DEPLOYED THEATER (5 of 7)



R5 FLOW IN DEPLOYED THEATER (6 of 7)



R5 FLOW IN DEPLOYED THEATER (7 of 7)



R5 Operations Management Responsibilities

(1 of 2)

R5 OPERATIONS MANAGEMENT					
FUNCTION / TASK	RESPONSIBLE AGENCY				
	Battalion	Brigade	Division	Corps	Army/ASCC
Soldier Readiness	S-1	S-1	G-1	G-1	G-1
Training	S-3	S-3	G-3	G-3	G-3
Equipping	S-4	S-4	Sust Bde	Sust Bde	Sust Bde
Reception / In-processing	S-1	S-1	G-1	R5 Plt	TG R5
Accountability	S-1	S-1	G-1	R5 Plt	TG R5
Support	HHC	HHC	Sust Bde	Sust Bde	Sust Bde
Command and Control	S-1	S-1	G-1	HR Co	TG R5
Transportation	S-4	S-4	Sust Bde	MCT	MCT
Coordination / Reconciliation	S-1	S-1	G-1	G-1	HRSC

R5 Operations Management Responsibilities

(2 of 2)

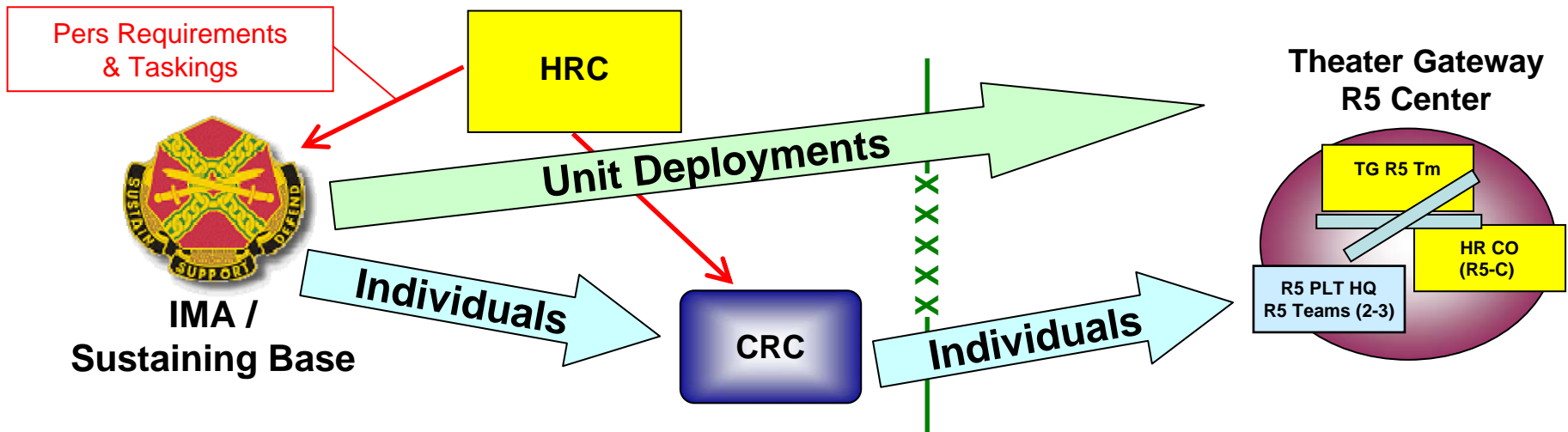
R5 OPERATIONS MANAGEMENT RESPONSIBILITIES								
FUNCTION / TASK	RESPONSIBLE AGENCY							
	BN S-1	BDE S-1	DIV G-1	CORPS G-1	ASCC G-1	HRSC	HR CO	R5 PLT
Conduct R5 Operations	X	X	X	X	X	X	X	X
Prepare R5 Policies			X	X	X	X		
Execute R5 Policies	X	X					X	X
Conduct Personnel Reception Operations	X	X				X	X	X
Manage Personnel Reception Operations			X	X	X	X		
Conduct Personnel Redeployment Operations	X	X					X	X
Manage Personnel Redeployment Operations			X	X	X	X		
Manage Replacements	X	X	X	X	X	X		
Operate Joint Replacement Center						X		X
Inprocess Personnel	X	X					X	X
Coordinate Feeding, Billeting, and Onward Transportation For Intransit Personnel	X	X					X	X
Provide and Coordinate Training							X	X
Process RTD Personnel	X	X						X
Manage R&R Program	X	X	X	X	X	X		
Process R&R Personnel	X	X						X

R5 OPERATIONS MANAGEMENT RESPONSIBILITIES

- Installation Management Agency (IMA) and Sustaining Base
- CONUS Replacement Centers (CRCs)
- Army / Army Service Component Command (ASCC) G-1
- Corps / Division G-1
- Brigade / BCT S-1
- Battalion S-1
- Arrival / Departure Airfield Control Group (A/DACG)

INSTALLATION MANAGEMENT AGENCY (IMA) and SUSTAINING BASE

- IMA must equip, train, and ship Soldiers and civilians unable to deploy with units and those reporting after their units deploy
- IMA serves as mobilization stations, power projection platforms, and demobilization stations for all Army components
- The sustaining base installation issues orders, prepares Soldiers and civilians for deployment and coordinates transportation to the Conus Replacement Center (CRC) or point of embarkation (POE)
- In early stages of deployment, IMA / sustaining base replacement operations managers focus their efforts in the following areas:
 - ✓ Supporting CRC operations and an interim replacement channel
 - ✓ Accounting for personnel as they pass through the replacement system

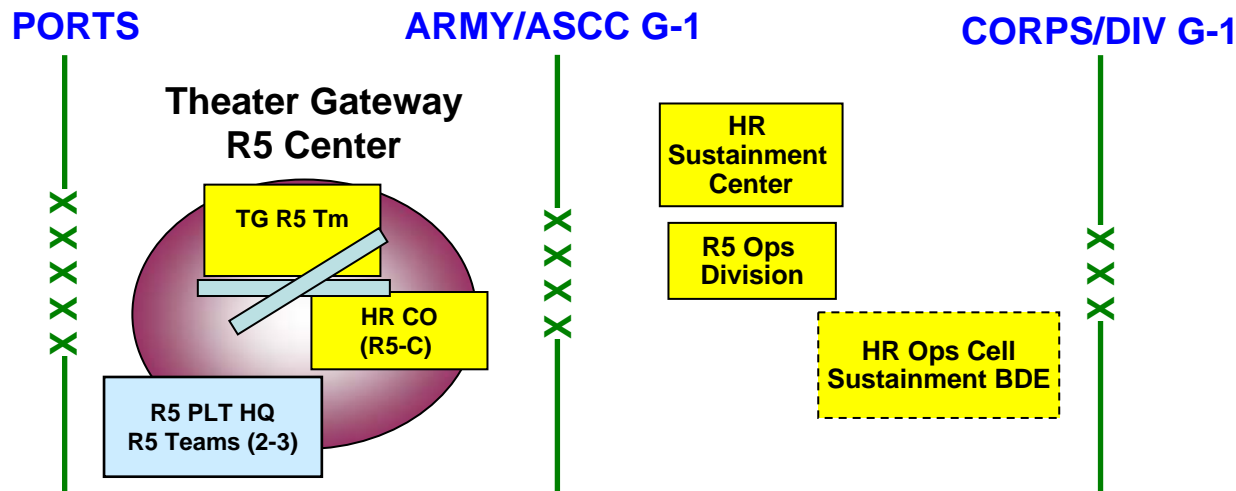


CONUS Replacement Centers (CRCs)

- FORSCOM establishes replacement units to support CRC operations in coordination with TRADOC and Army G-4 guidance, and required R5 units early to support the deploying force
- CRC Installation Commanders ensure the CRC is operational at least ten days prior to individual replacement personnel flow beginning
- HRC will control the flow of replacement personnel flow through the CRCs to the theater

Army / Army Service Component Command (ASCC) G-1

- Develop HR theater deployment and redeployment plans
- Ensure adequate R5 assets are available to execute surge flow support
- Establish the deployed theater personnel database
- Provide technical direction to R5 units as they execute theater R5 ops
- Establish theater replacement and casualty shelves
- Operate the theater R5 personnel accountability reporting network (currently DTAS on SIPR)
- Coordinate with Army/ASCC G-6 for sufficient SIPR connectivity
- Coordinate with Army/ASCC G-4 and Movement Control elements to establish systemic and surge transportation requirements



Corps / Division G-1

- Supervise PASR within the Corps/Division AOR/JOA
- Determine fill priorities for subordinate units
- Coordinate with supporting Sustainment Brigade SPO HR Ops Cell for intra-theater APOE/APOD R5 team/platoon support, if required
- Coordinate movement of transiting Soldiers from subordinate units to/from intra-theater APOE/APOD
- Determine replacement call forward priorities if strategic lift is constrained
- Determine allocations for R&R opportunities for subordinate units
- Provide technical guidance to HR Company operating intra-theater APOE/APOD R5 Center (if tasks organization directs)
- Provide theater R5 guidance for AOR/JOA when serving as ARFOR G-1

ARMY/ASCC G-1



HR
Sustainment
Center

R5 Ops
Division

HR Ops Cell
Sustainment BDE

CORPS/DIV G-1



Inter-Theater
APOE/APOD

TG R5 Tm

R5 PLT
R5 Teams (2-3)

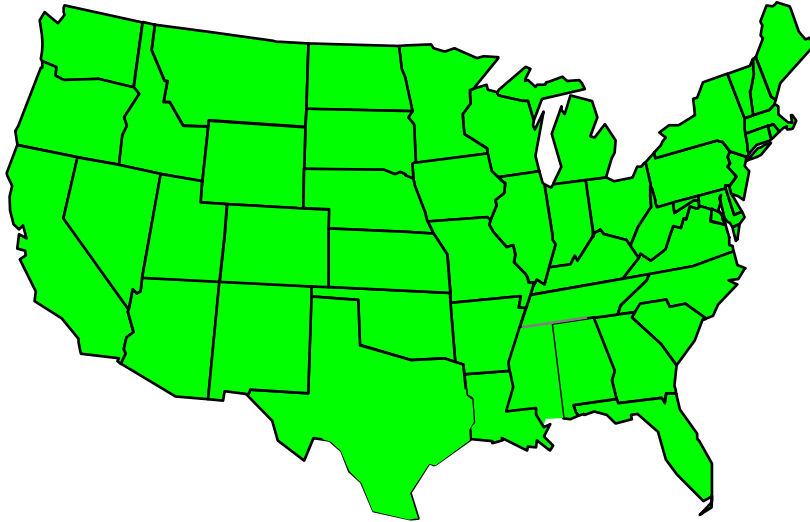
(BCT/Maneuver Area)



BCT/BDE S-1

BCT/BDE S-1

Brigade/BCT S-1 R5 TASKS (1 of 3)

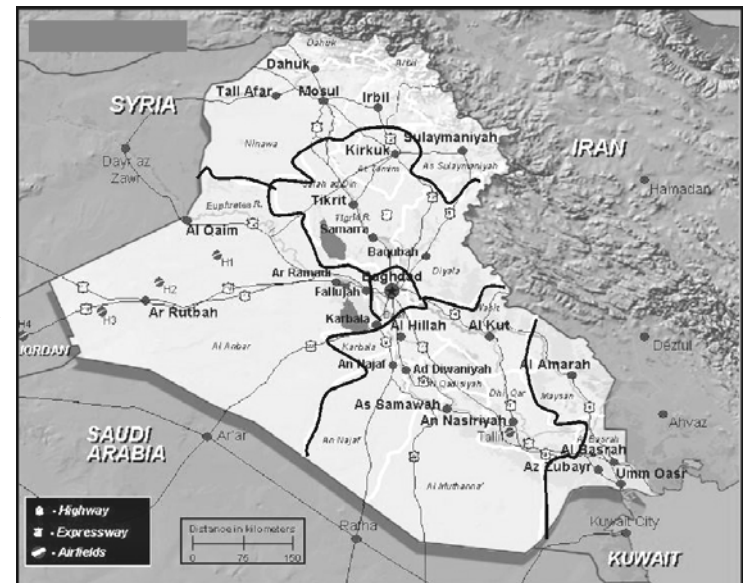
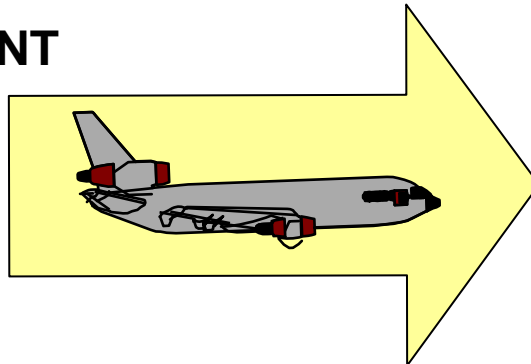


DURING MAJOR COMBAT OPERATIONS

- Track RTDs
- Replacement Ops
 - ✓ Casualty Shelf
 - ✓ Replacement Shelf
- DTAS Personnel Accountability

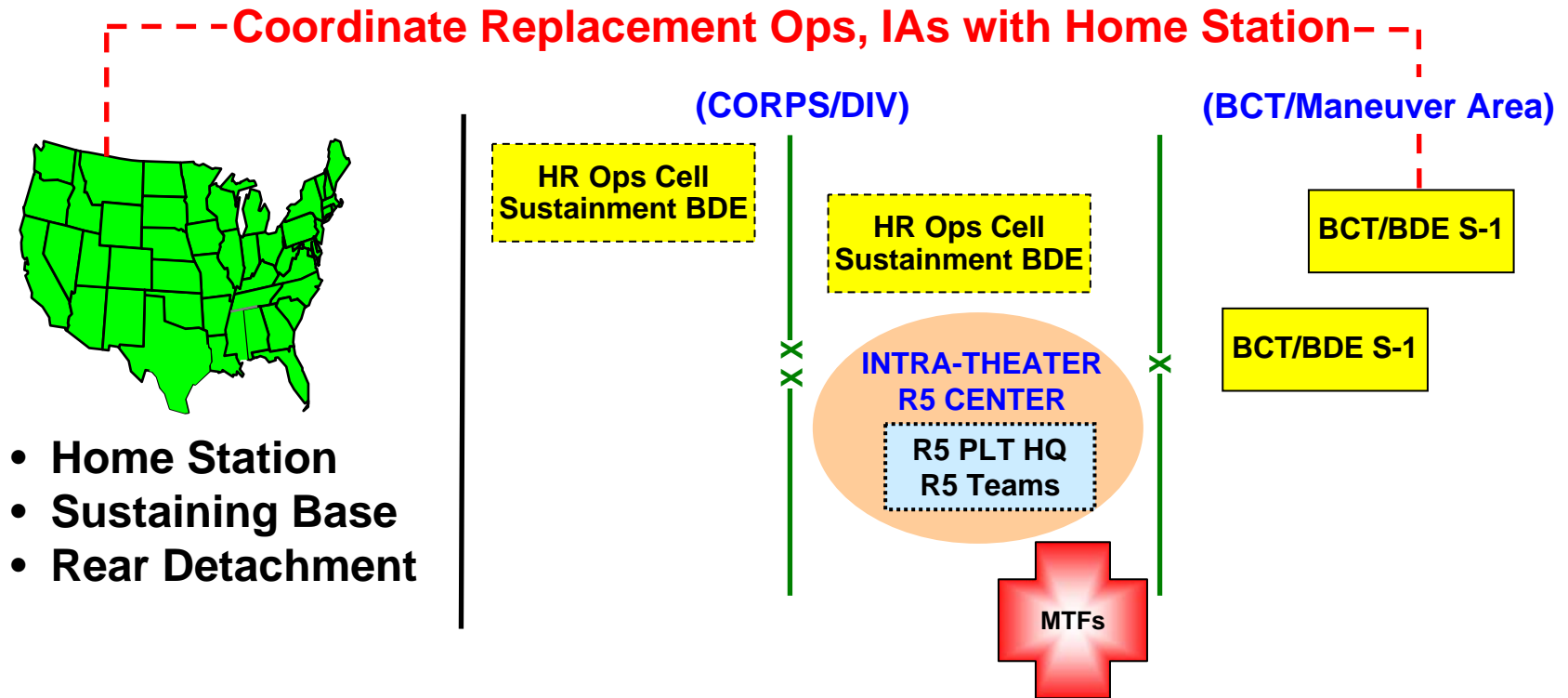
DURING DEPLOYMENT

- Manifesting
- Cross-Leveling
- PASR
- Passenger Flow



Brigade/BCT S-1 R5 TASKS (2 of 3)

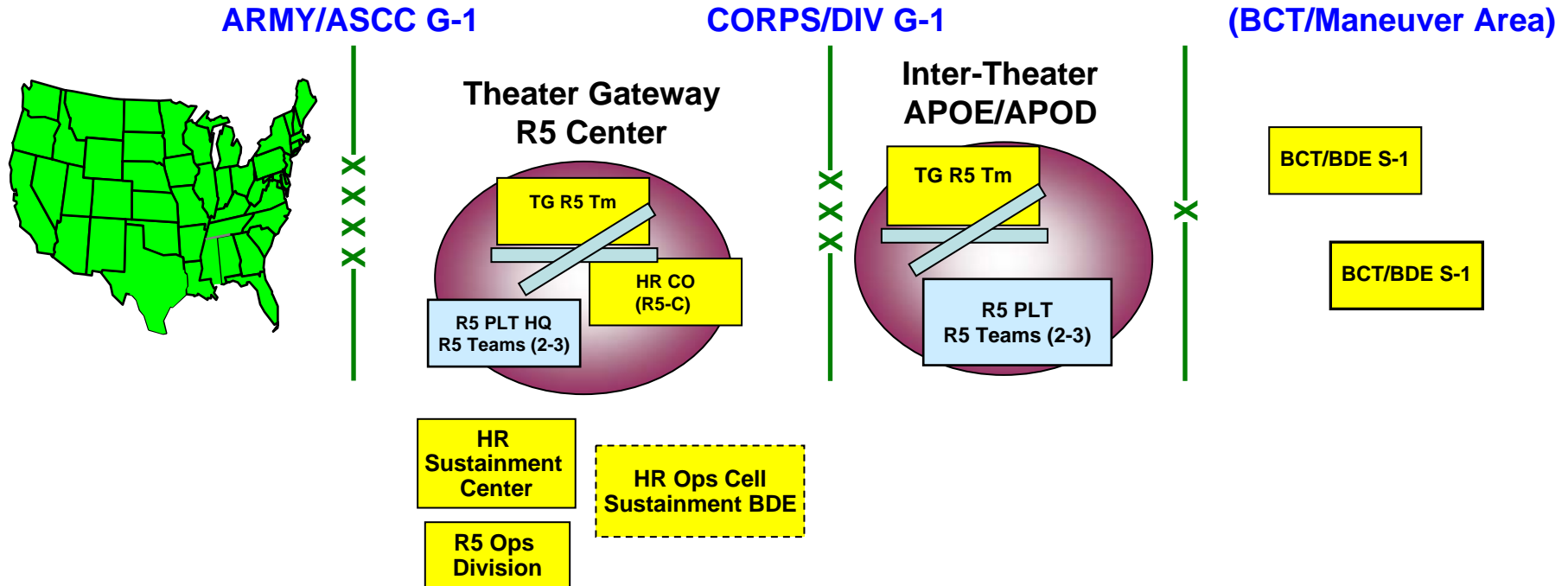
SUSTAINMENT OPERATIONS



- R&R Breakdown, Allocation & Management
- Coordinate R&R Transportation Support
- Coordinate R&R Life Support
- Track RTDs, R&R and Replacement Soldiers
- Ensure DTAS accuracy

Brigade/BCT S-1 R5 TASKS (3 of 3)

REDEPLOYMENT OPERATIONS



- Manifesting
- Ensure DTAS accuracy
- Coordinate Inter-Theater Transportation
- Provide S-1 assets to support R5 Teams

Battalion S-1 R5 Tasks

- Conduct PASR
- Coordinate battalion orientation requirements
- Coordinate equipment, ammunition, and transportation with the Battalion S-4
- Make allocation decisions for incoming replacements and R&R opportunities
- Execute initial DTAS status prior to each Soldier movement
- Coordinate meals and lodging

Theater Gateway R5 Center

R5 Personnel Accounting Team Tasks (1 of 7)

Receive Deployment (Inbound) Personnel

- Retrieve flight manifest
- Arrive personnel to database using TPS/DTAS-scan ID card when possible
- Enter destination, mission number and reason for travel in database
- Coordinate Transportation - Create new flight manifest to include destination, reason for travel and mission number

THEATER GATEWAY R5 CENTER CONCEPTUAL SKETCH - INBOUND

HR (R5) CO HQs

1. COORDINATES PLTs
2. INTEGRATES DTAS DATA
3. ENSURES 100% BY NAME UNIT ACCTY
4. PASSES DATA TO ARMY/ASCC G-1 PASR TM
5. ENSURE REPLACEMENTS ARE PINPOINTED.

R5 PLT HQs

1. COORDINATES TMs
2. COORDINATES ONWARD MVMNT
3. ENSURES PAX CONTROL

R5 PA TM RECEIVES PAX FROM MCT

1. **INPUTS PAX INTO THEATER DATABASE (DTAS)**
2. **CONDUCT INITIAL BRIEFINGS**
3. **ENSURE 100% BY NAME CHALK ACCT'Y**
4. **PROVIDE TRANSIENT HOLDING AS REQUIRED
W/SUPPORT FROM CSSB**

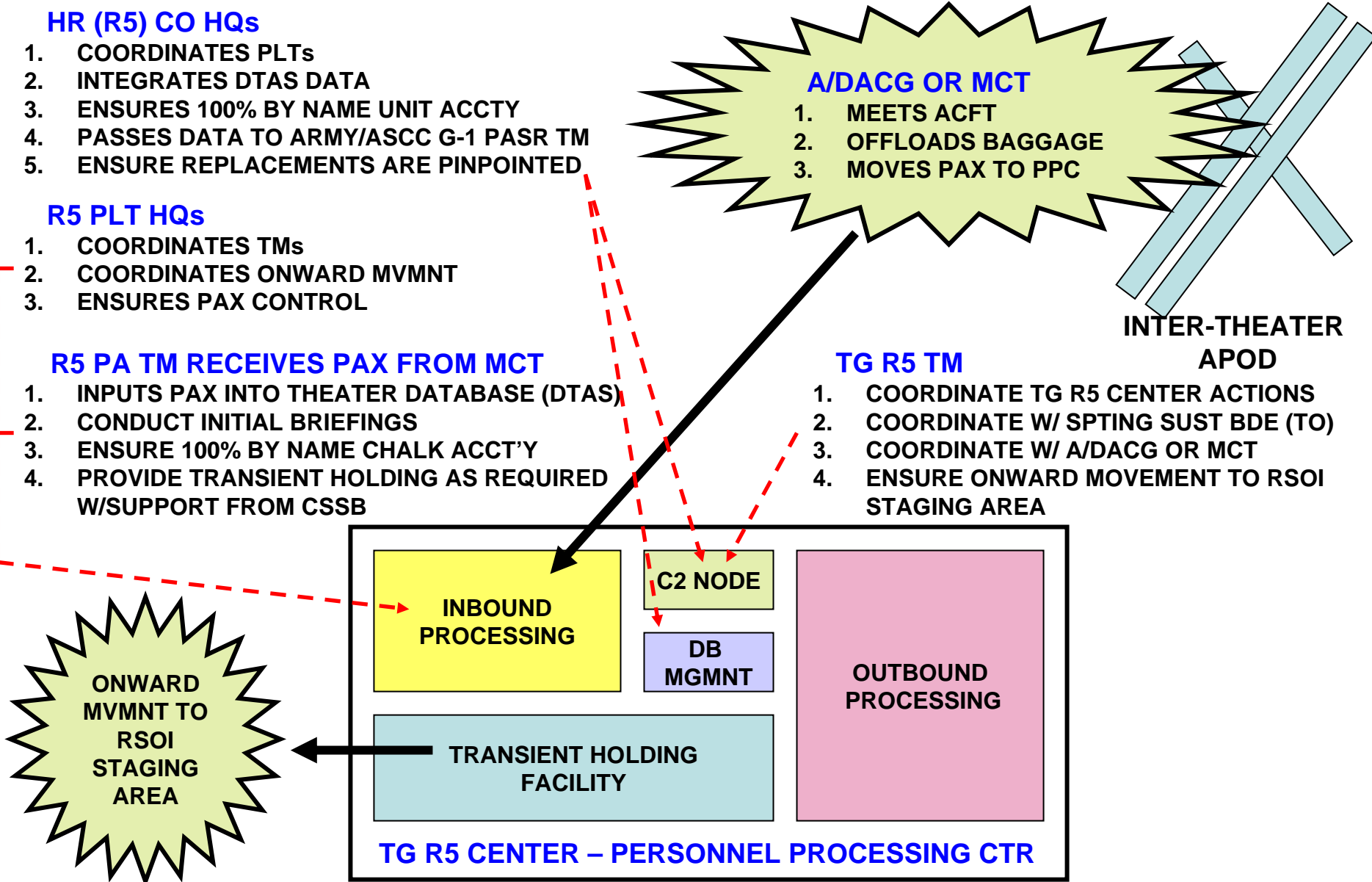
A/DACG OR MCT

1. MEETS ACFT
2. OFFLOADS BAGGAGE
3. MOVES PAX TO PPC

INTER-THEATER APOD

TG R5 TM

1. COORDINATE TG R5 CENTER ACTIONS
2. COORDINATE W/ SPTING SUST BDE (TO)
3. COORDINATE W/ A/DACG OR MCT
4. ENSURE ONWARD MOVEMENT TO RSOI STAGING AREA



Theater Gateway R5 Center

R5 Personnel Accounting Team Tasks (2 of 7)

Processing Redeployment (Outbound) Personnel

- Required documents
 - Letter of release from O5 or Higher
 - TCS orders
 - HR briefing/accountability
- Customs
- Lock down personnel before flight
- Create manifest
- Edit/delete personnel from manifest as required
- Track SPACE A Program
- **Update Theater database**

THEATER GATEWAY R5 CENTER CONCEPTUAL SKETCH - OUTBOUND

REDEPLOYMENT
STAGING AREA
OR APOD
(CSSB/MCT)

TG R5 TM

1. COORDINATE TG R5 CENTER ACTIONS
2. COORDINATE W/ SPTING SUST BDE (TO)
3. COORDINATE W/ A/DACG OR MCT
4. ENSURE CONTROLLED FLOW IN & OUT

HR (R5) CO HQs

1. COORDINATES PLTs
2. INTEGRATES DATA
3. ENSURES 100% BY NAME UNIT ACCTY
4. PASSES DATA TO ARMY/ASCC
G-1 PASR TM

A/DACG OR MCT

1. RECEIVES CHALK @PPC
2. LOADS BAGGAGE
3. LOADS PAX

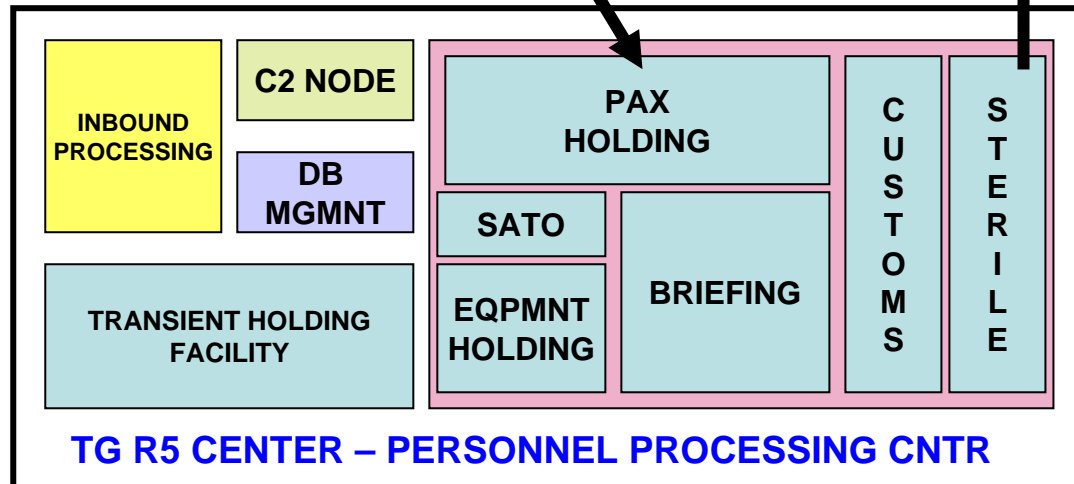
INTER-THEATER
APOD

R5 PLT HQs

1. COORDINATES TMs
2. COORDINATES MVMNT TO ACFT
3. MAINTAIN CHALK SEPARATION
4. ENSURES PAX CONTROL

R5 PA TM RECEIVES PAX - MCT/CSSB

1. REMOVES PAX FROM THEATER
DATABASE/REFLECT R&R STATUS
2. CONDUCT FINAL BRIEFINGS
3. STORE R&R EQUIPMENT
4. ENSURE 100% BY NAME CHALK ACCT'Y
5. ENFORCE CUSTOMS POLICIES
6. HAND CHALK OVER TO MCT



TG R5 CENTER – PERSONNEL PROCESSING CNTR

Theater Gateway R5 Center

R5 Personnel Accounting Team Tasks (3 of 7)

Conduct PASR Functions

- Required Documents
 - Space Roster
 - Mission Flight Memo for Purpose - standard name line data
 - Mission, SNL, Gender, Unit, Final Destination
 - ID Card
 - ID Tags
 - Identification Card
- Edit/delete personnel from manifest as required
- **Update Theater Database**

Theater Gateway R5 Center

R5 Personnel Accounting Team Tasks (4 of 7)

Processing Emergency Leaves

- Required documents
 - DA Form 31
 - TCS Orders
 - Red Cross Message
 - Letter of Release (O5 or above)
 - Identification Card
- Edit/delete personnel from manifest as required
- **Update Theater Database**

Theater Gateway R5 Center

R5 Personnel Accounting Team Tasks (5 of 7)

Processing R&R Leave

- Required Documents
 - DA 31
 - TCS Order
 - DCS Briefing
- Processing Requirements
 - HR brief 3 hours prior
 - Units maintain accountability
 - Edit/delete personnel from manifest as required
 - Send TPS files to MNC-I
 - **Update Theater Database**

Theater Gateway R5 Center

R5 Personnel Accounting Team Tasks (6 of 7)

Processing R&R Passes (In-theater Pass)

- Required Documents
 - DA Form 31
 - Pre-manifest (C-1 Manifest) from Task Force Programs Manager
- Housing Requirements
- Edit/delete personnel from manifest as required
- Notify Qatar of number of personnel on pass
- **Update Theater Database**

Theater Gateway R5 Center

R5 Personnel Accounting Team Tasks (7 of 7)

Manifest and Stats

- Created from the arrival rosters and final outbound manifests
- TPS file is exported to an excel spreadsheet, and the data rolled up and labeled as “In & Outbound Stats (date: DDMMYY)”
- In & out-bound stats are rolled up and e-mailed via SIPRnet to the HRSC/HR Co CDR, HR OPs Chief/Technician and a courtesy copy to the A/DACG NCOIC
- Stats and manifests are filed for one year

Sustainment Support – Billeting/Life Support

Interim Billeting/Feeding Requirements

- Billeting/feeding capability of 100-200 personnel
 - Be prepared to surge higher
- Contracting skills/management are required
- Soldiers have priority over other transiting personnel
- Each Civilian must have a CAC card
- Males and females assigned separately

INTRA-THEATER APOE/APOD OPS CONCEPTUAL SKETCH

R5 PLANS/OPS TM

1. COORDINATES PLT/R5 PA Tms
2. INTEGRATES DTAS DATA
3. COORDINATES TRANS W/MCT
4. PASSES DATA TO ARMY/ASCC G-1 PASR TM
5. KEEPS UNITS INFORMED OF SOLDIER LOCATION

R5 PLT HQs

1. COORDINATES TMs
2. COORDINATES ONWARD MVMNT
3. ENSURES PAX CONTROL

R5 PA TM RECEIVES PAX FROM MCT

1. INPUTS PAX INTO THEATER DATABASE (DTAS)
2. CONDUCT INITIAL BRIEFINGS
3. ENSURE 100% BY NAME CHALK ACCT'Y
4. PROVIDE TRANSIENT HOLDING AS REQUIRED W/SUPPORT FROM CSSB

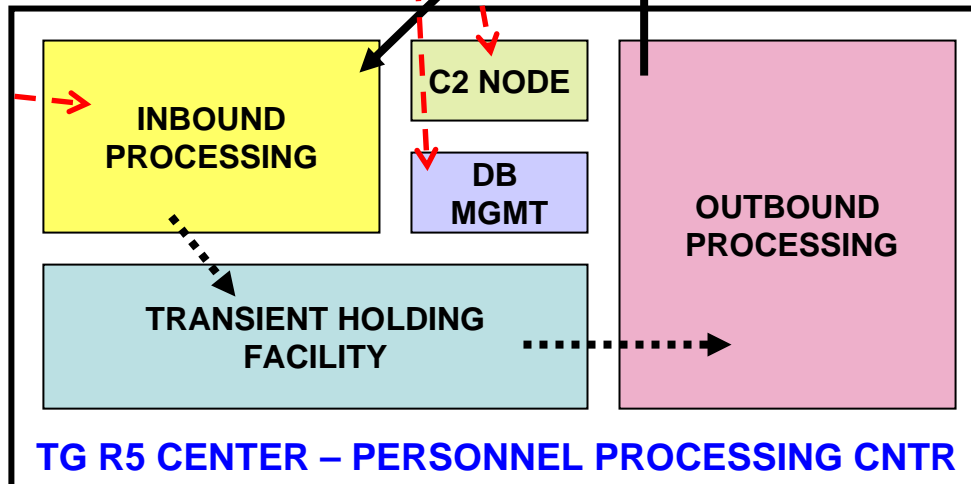
A/DACG OR MCT

1. MEETS ACFT
2. OFFLOADS BAGGAGE
3. MOVES PAX TO PPC

INTER-THEATER
APOD

R5 PA TM – OUTBOUND MOVEMENT

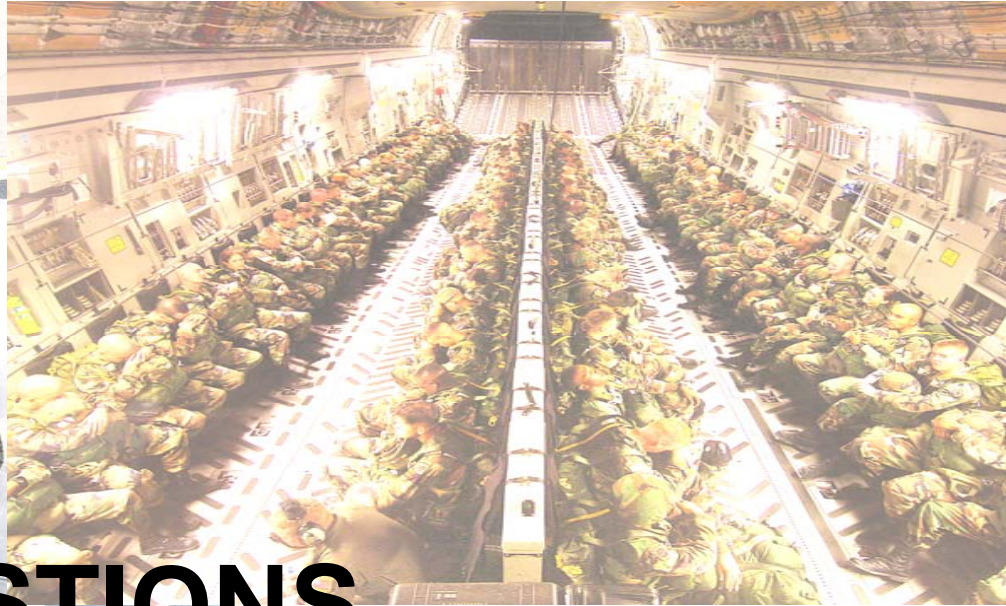
1. PUTS C130 CHALKS TOGETHER
2. COORDINATES MANIFEST
3. ENSURES STATUS IN DTAS CHANGED
4. TURNS CHALK OVER TO MCT FOR LOADING



ASSUME PAX FLOW: **1300/DAY**
ROA GENERATES:

- 3 R5 PATm
- 1 R5 PLT HQs
- 1 R5 PLOPs

U. S. Army Soldier Support Institute



QUESTIONS



Adjutant General School

U. S. Army Soldier Support Institute



BACK-UP



Adjutant General School

Movement Control Team

Modular design under TOE 55506GA00

Mission: To perform movement control functions at a port (sea/air), a geographical area, transshipment points or operate regulating points.

Capabilities:

- Expedite port clearance (PAX/cargo).
- Coordinate/regulate highway movement
- Provides ITV
- Commits mode operators
- Resolves movement conflicts
- Contributes to overall theater distribution ops

Basis of Allocation

One per Seaport

One per APOD in Div and Theater

One per Sustainment BDE in Div

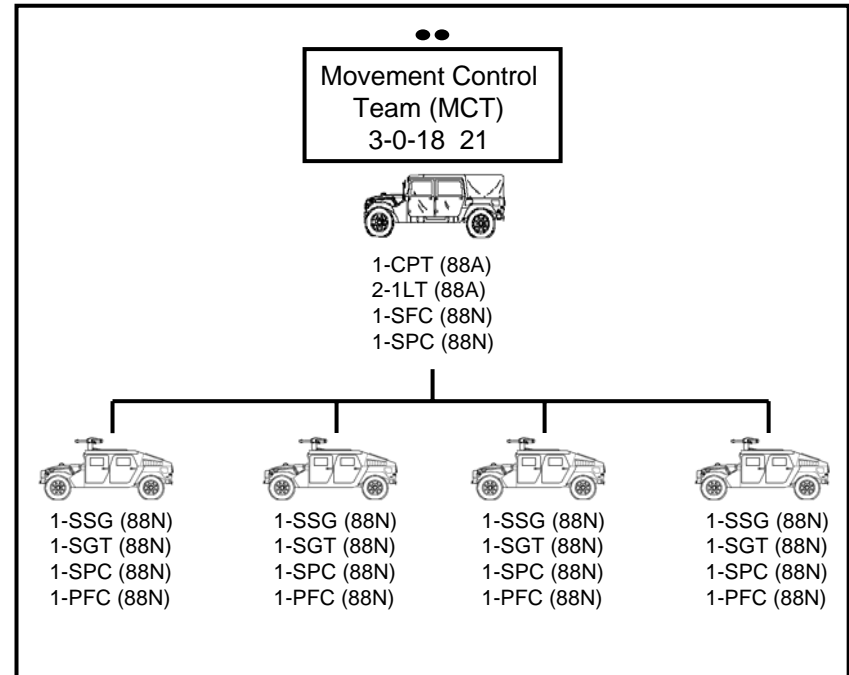
One per Sustainment BDE in TSC

*** One per Div (Change from .25 per BCT)**

One per Distribution Hub

One per 100 miles of MSR (include LR 1)

Approved Design



MCT MAJOR EQUIPMENT

5 HMMWV

1 CS MTS

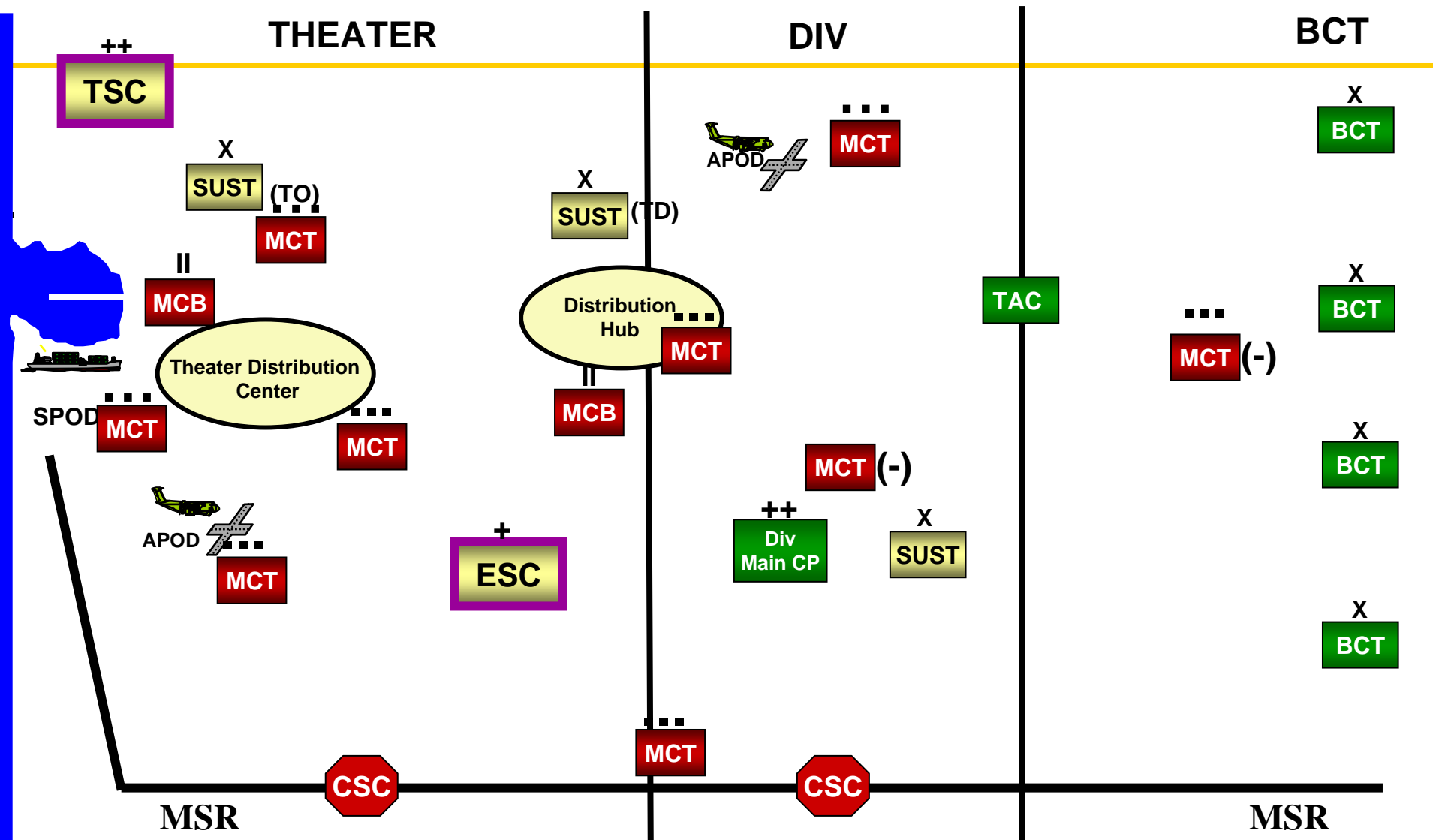
5 TC-AIMS II

5 MTS VEH

2 BCS3

* Proposed rule for TAA 15 is 1 per Div. TRADOC did not approve the TAA 13 proposal of .25 per BCT so there was no allocation for the Division in TAA 13. TRADOC FDD has indicated support for 1 MCT per Div in TAA 15 if the allocation on 2 per Sust Bde in TSC is reduced to 1 per Sust Bde in TSC

MOVEMENT CONTROL IN A THEATER OF OPERATIONS



- TSC/ESC DMC synchronizes distribution to maximize throughput
- SUST BDE execute the materiel management and distribution guidance from the DMC through the MCB/MCT
- DTO/MCT execute Division Commander's priorities in concert with DMC guidance

REFERENCES

- CJCSM 3500.04B CH 1 01 Nov1999 Universal Joint Task List
- JP 1-0. Doctrine for Personnel Support to Joint Operations
- JP 3-35. Joint Deployment and Redeployment operations
- JP 4-01.8, Joint TTPs for Joint Reception, Staging, Onward Movement, and Integration
- DoD Instruction 1400.32, DoD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures
- DoD Instruction Number 1000.1, Identity Cards Required by the Geneva Conventions
- AR 600-8-6, Personnel Accounting and Strength Reporting
- AR 600-8-103, Battalion S-1
- AR 600-8-111, Wartime Replacement Operations
- AR 600-8-101, Personnel Processing (In-, Out-, Soldier Readiness, Mobilization, and Deployment)
- AR 614-1, The Army Replacement System
- DA PAM 600-8-101, Personnel Processing (In-, Out-, Soldier Readiness, Mobilization, and Deployment)
- DA PAM Pamphlet 600–41, 1 January 1987, Military Personnel Managers Mobilization Handbook
- DA PAM 600–81, Information Handbook for Operating Continental United States (CONUS) Replacement Centers and Individual Deployment Sites
- FM 100-9, Reconstitution
- FM 100-10-1, Theater Distribution
- FM 4-93.4 (FM 63-4), Theater Support Command
- FM 4-0 (FM100-10), Sustainment
- FM 7- 15 The Army Universal Task List
- FM 6-0 Mission Command: Command and Control of Army Forces
- FM 100-17-3, Reception, Staging, On-Ward Movement, and Integration (RSOI)